

The Work & Family Kit



**United States
Office of
Personnel
Management**

Human
Resources
Systems
Service

Office of
Labor
Relations and
Workforce
Performance

Work and
Family
Program
Center

OLRWP-10
March 1995

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Introduction

INTRODUCTION

The Establishment of OPM's Work and Family Program Center

In January of 1992, the Office of Personnel Management (OPM) published the results of its Survey of Federal Employees (SOFE). A major finding of the survey, given to 58,000 Federal employees, was that 35 percent of the employees had child and/or adult dependent care needs.

A follow-up study included a survey of 92 agency personnel directors and interviews with personnel officials and managers at 29 agency installations across the country. This report, *A Study of the Work and Family Needs of the Federal Workforce*, conducted in April 1992, reinforced the findings of SOFE.

Based on the results of SOFE and *A Study of the Work and Family Needs of the Federal Workforce*, OPM reported to Congress that it would continue to improve its current efforts in the work and family area by establishing a Work and Family Program Center within OPM.

On June 22, 1992, the Work and Family Program Center was established and charged with developing and promoting family-friendly policies and programs for the Federal government. Currently, the Center's primary mission is to provide leadership in developing comprehensive work and family policies and provide

guidance, information and technical assistance to agencies in implementing work and family programs.

Additionally, to help employees with responsibilities for young children and/or elderly relatives, the Center encourages programs supportive of employees' broad work and family needs.

The Work and Family Kit

The Work and Family Kit was developed as a guide to help agencies establish a successful work and family program. It provides guidance on two basic components of a work and family program: personnel flexibilities and dependent care. It also provides information on related work and family issues and resources that are available.

Personnel Flexibilities

The *Kit* describes the components of a work/family program beginning with the core of any program--flexible personnel policies. Personnel flexibilities should not be viewed as entitlements, but rather tools for managers to use in helping employees meet their work and family demands.

Personnel flexibilities include: the use of flexible work schedules and sites; leave programs (leave sharing, leave banks, leave for medical conditions and family

responsibilities, and using sick leave to care for a sick family member); and, part-time employment and job sharing. With each personnel flexibility covered, we have listed the relevant statutory and other requirements, along with the appropriate OPM office to contact should you have additional questions.

Dependent Care Programs

The Work and Family Program Center is available to assist your agency in establishing a dependent care program. The Center suggests a four-prong approach which is easy, effective, and efficient. The actions suggested provide easy, efficient, and effective means of sharing information and assisting employees with their dependent care needs. These are:

- Resource and Referral
- Lunch and Learn Seminars
- Resource Fairs
- Support Groups

None of these initiatives require extensive funding or staff resources, but each can provide significant help to employees with dependent care needs. Such actions will also serve to spotlight your agency's commitment to improving the quality of worklife for all employees. In recognition that agencies have different needs, the Center can also offer suggestions for tailoring these program features to meet the unique needs of your agency.

Expanding on Basic Work and Family Programs

Depending on management support and financial resources, there are many other ways your agency could expand upon the family-friendly services it offers to employees. Some examples are:

- On-site or near-site Child Development Center
- Private Room for Nursing Mothers (Express Room)
- Subsidized Transportation
- Wellness Program
- Financial Planning
- Tuition Assistance
- Relocation Assistance
- Time-Off Incentive Awards

An on-site child development center will not be necessary or feasible for every agency. A child development center requires a lot of financing and support, and an agency must take many steps to establish one--beginning with making a determination that one is needed. The Tribble Amendment, 40 U.S.C., section 490 b, authorizes agencies to use appropriated funds for child care centers. Agencies may also spend appropriated funds for elder care resource and referral services.

Assisting Agency Programs

OPM's Work and Family Program Center provides the following services to assist agency work and family programs.

Supervisor Training Module

The Center offers a supervisor training module for first-line supervisors and managers that addresses work and family needs, policies, and programs.

Awards and Model Agencies

The Center sponsors two awards in an effort to increase visibility of agency work and family initiatives: the *Family-Friendly Manager Award* and the *Director's Award for Outstanding Work and Family Programs*.

A write-up of the 1994 *Director's Awards* is included in a special section of this *Kit* spotlighting model programs. It is important to remember though, that what works in one agency may not work in another.

Work and Family Clearinghouse

The Center operates a clearinghouse of elder care and child care/parenting information. The Center is located at the Theodore Roosevelt Building, 1900 E. Street, N.W., *Room 7316*, in Washington, D.C.

Please call (202) 606-5520 to schedule an appointment.

Future Directions

OPM realizes that a work and family program is not merely a benefit offered to Federal employees but a vital component of the success of the Federal government programs. The ability of the Federal government to recruit and retain highly qualified employees will increasingly be influenced by the family-friendly programs it can offer. OPM is committed to providing the assistance necessary to support agencies in developing and expanding family-friendly programs and policies.

The Work and Family Program Center wishes your agency much success in your commitment to helping employees balance their indisputably linked work and family lives. Please contact if you have any questions.

Phone: (202) 606-5520

FAX: (202) 606-2091

Components of a
Work & Family Program

PERSONNEL FLEXIBILITIES

ALTERNATIVE WORK SCHEDULES (AWS)

RELEVANT STATUTORY REQUIREMENTS AND OTHER GUIDANCE:
5 U.S.C. 6120-6133; 5 CFR part 610, subpart D.

OPM CONTACT:

Compensation Administration Division, (202) 606-2858

Alternative work schedules (AWS) allow employees to work several types of work-weeks other than traditional schedules (8 hours per day/40 hours per week with fixed starting and quitting times). There are two categories of AWS: flexible work schedules (FWS) and compressed work schedules (CWS). Both categories include several scheduling options. About 52% of the Federal white collar work force is on an AWS.

For employees trying to balance work and family responsibilities, the benefits of alternative work schedules are significant. Within rules established by the agency, AWS can enable employees to select and alter their schedules to fit personal needs. For example, parents may be able to schedule work hours so that one parent is home early to care for a school-age child. An employee can arrange to take an ailing parent to the doctor on his or her scheduled day off.

Managers find that employees are more productive when they are able to take care of personal problems away from the job. Employees on AWS typically have less anxiety and fewer interruptions

related to family responsibilities, thereby enhancing their job performance.

The information below explains the types of alternative work schedules and answers some commonly asked questions. Additional information may be obtained from your agency personnel office.

Q. What are flexible work schedules (FWS)?

A. Flexible work schedules consist of work days composed of two different types of time: core time and flexible time bands. These arrangements replace traditional schedules with fixed arrival and departure times. **Core time** is the designated period of the day when all employees must be at work. **Flexible time** is the part of the workday when employees may (within limits) choose their time of arrival and departure. Typical core hours are between 9:30 am and 3:00 pm. This could allow employees with a $\frac{1}{2}$ hour lunch period to arrive as early as 6:30 am, but no later than 9:30 am, and depart between 3:00 pm and 6:30 pm depending on their arrival time.

Q. What is the basic work requirement?

A. The basic work requirement is the number of hours an employee must work or otherwise account for by leave, credit hours, etc. Depending on the schedule, there may be a daily (8-hour), weekly (40-hour), or biweekly (80-hour) basic work requirement.

Q. What are credit hours?

A. Credit hours are those hours worked in excess of the basic work requirement at the employee's election. They shorten the length of another workday or workweek.

Employees do not receive overtime pay for these extra hours. Full-time employees may carry over no more than 24 credit hours into the next pay period. This number can be reduced at the discretion of the agency. Credit hours are only permitted in FWS programs. Not all FWS programs provide for credit hours.

Q. What types of flexible work schedules are available?

A. The different types of flexible work schedules available are described below.

- **Flexitour:** The employee, with supervisory approval, pre-selects his or her starting time.
- **Gliding Schedule:** Employees may vary starting times within flexible time bands, without prior approval.

- **Variable Day:** Within parameters, an employee may vary the length of the workday, if present during the core hours. Employees must fulfill the basic work requirement (40 hours per week).
- **Variable Week:** This is similar to a variable day except the employee may vary the length of the workweek. The basic work requirement (80 hours biweekly or a multiple thereof) must be fulfilled.
- **Maxiflex:** The length of the workday and workweek may vary. Core hours may be designated for less than 10 workdays per biweekly period. Employees must meet the 80 hours biweekly (or multiple thereof) work requirement.

Q. What are compressed work schedules (CWS)?

A. Compressed work schedules require employees to complete the basic work requirement (80 hours biweekly) in less than 10 workdays. There are some basic facts about compressed work schedules that separate them from flexible schedules:

- Compressed work schedules are **fixed** schedules.
- Overtime is **not** paid for hours worked in excess of 8 per day or 40 per week when part of a CWS. Overtime is paid for

hours that exceed the basic work requirement and are ordered by the agency.

- Credit hours are **not** permitted under CWS.
- Employees must vote for CWS if they are not in a union and may request exclusion due to hardship.

Q. What types of compressed work schedules are there?

A. Types of compressed work schedules include:

- **4-10** -- Employees work 10 hours per day, 4 days a week. Daily, weekly and biweekly basic work requirements apply.
- **5-4/9** -- Employees work 9 hours for 8 workdays and 8 hours for 1 workday during a biweekly pay period. Employees receive a day off biweekly. Daily and biweekly basic work requirements apply. This is the most commonly worked CWS.
- **Others** -- Employees may be on a variation of the above examples provided it is a **fixed** schedule.

Q. What are the potential advantages and disadvantages of AWS for employees and their organizations?

A. Potential advantages and

disadvantages of AWS are highlighted below. They should be taken into consideration when planning and implementing AWS.

Possible Advantages:

- Enhanced employee ability to balance work and family responsibilities.
- Improved employee morale and productivity.
- Increased availability of services because of longer office hours.
- Increased time to work without interruption.
- Increased ability to recruit and retain employees.

Possible Disadvantages:

- Less staff coverage during peak hours.
- Less supervisory coverage.
- Employee fatigue or burnout.
- Inability to meet Friday or "rush job" deadlines if staff is reduced that day.
- Breakdown in communications.
- Resentment by non-participants.
- Program administration time.

Q. What basic steps should be taken when designing and implementing AWS?

A. The following steps are keys to successful AWS planning and implementation:

- Develop a detailed plan which includes specific objectives and potential problems.
- Obtain ideas and concerns from managers, employees, and customers who will be affected.
- Consult and negotiate with unions that represent employees who will be affected.
- Consider how AWS impacts service to the public, productivity, and employee morale.
- Consider the supervisory implications of AWS, as well as whether or not to permit supervisors to participate.
- Determine the best design for your organization.
- Set rules in accordance with established policy for specific situations such as:
 - travel and work
 - holidays and holiday pay
 - military leave
 - jury service
 - other specific circumstances.

PART-TIME EMPLOYMENT & JOB SHARING

RELEVANT STATUTORY REQUIREMENTS AND OTHER GUIDANCE:

5 U.S.C. 3401-3408; 5 CFR part 340, subparts A and B.

OPM publication, *Job Sharing for Federal Employees*, October 1990.

OPM CONTACT:

Office of Staffing Reinvention, (202) 606-0830

Part-time employment and job sharing can be useful tools in attracting or retaining employees who may not be able to work a full-time schedule. Often a family crisis or difficulty or even the birth of a child may require an employee to reduce his or her hours of work. Part-time employment and job sharing are options that may solve an employee's work and family dilemma.

The following information explains both programs and addresses commonly asked questions. Additional information may be obtained from your agency personnel office.

Q. What is a permanent part-time employee?

A. A permanent part-time employee has a career or career-conditional appointment (or a permanent appointment in the excepted service), is eligible for fringe benefits, and works between 16 and 32 hours each week on a prearranged schedule.

Q. What is job sharing?

A. Job sharing is a form of part-time employment in which the schedules of two part-time employees are arranged to cover the duties of a single full-time position.

Q. Do personnel rules treat part-time and job-sharing employees in the same way?

A. Although the job sharing arrangement adds an extra dimension, job sharers are part-time employees and are treated as such. For the purposes of this leaflet, the term *part-time employee* also includes job sharers.

Q. What positions and grade levels are suitable for part-time employment and/or job sharing?

A. Part-time employees are currently working in a wide variety of positions at all levels. (Job sharers, though fewer in number, also work in clerical, technical, administrative, and professional jobs.) Any job may be filled by a part-time employee or a team of job sharers when

the arrangement meets the needs of the office and the employee(s).

Q. Why do employers offer job sharing?

A. In addition to providing the opportunity for employees to work part-time in positions where full-time coverage is required, job sharing provides management with extra flexibility: team members may have different strengths; they may be able to fill in for each other's absences; and both may be able to work extra hours when there are unexpected workload surges.

Q. How can a full-time employee change to a part-time or job sharing schedule?

A. Although procedures vary from agency to agency, the first step is for an employee to discuss the idea with his or her immediate supervisor. If a part-time schedule is not appropriate for the employee's current position, job sharing may be feasible. Agency personnel offices may be able to help the employee identify other positions in the agency which could be filled on a part-time or job-shared basis. For more information, employees should contact their personnel office.

Q. Are fringe benefits available?

A. Part-time employees under permanent appointment are eligible for the same benefits as full-time employees: leave, retirement, health, and life insurance coverage. Part-time employees who participate in the Federal Employees Health Benefits Program receive the

same coverage as full-time employees but pay a greater percentage of the premium because the Government's share is prorated based on the number of hours the employee is scheduled to work each week. For example, an employee on a 20-hour-per-week schedule receives one-half the Government contribution towards the premium.

Q. What about pay, leave, and holidays?

A. Gross pay is computed by multiplying the employee's hourly rate by the number of hours worked during the pay period. Overtime rates apply only to the hours in excess of eight in a day or 40 in a week. Non-overtime hours above those normally scheduled are paid at the basic rate.

Annual leave is earned according to the number of hours worked per pay period. An employee with less than 3 years of service earns 1 hour of leave for each 20 hours worked; with from 3 to 14 years of service, the employee earns 1 hour for each 13 worked; and with 15 or more years of service earns 1 hour for each 10 hours worked.

All part-time and job sharing employees earn 1 hour of sick leave for each 20 hours worked and are also eligible for other kinds of leave. If a holiday falls on a day the employee normally works, the employee is paid for the number of hours he or she was scheduled to work.

Q. Can part-time employees and job sharing teams compete for other positions?

A. Part-time employees are eligible to compete for part-time as well as full-time positions according to their agency's merit promotion plan. Part-time employees who are job sharing may apply and be considered as a team, but each must be among the best qualified in order for the team to be selected. (An employee may apply individually and as a member of a job sharing team.)

Q. Is there any flexibility in work scheduling?

A. To meet the needs of the office or the employee, an agency may temporarily or permanently change the hours of a part-time employee. Although part-timers must have schedules within the 16 to 32 hour-per-week range required by law, they may work more than 32 hours for up to two consecutive pay periods.

Q. How is service credited?

A. A part-time employee earns a full year of service credit for each calendar year worked (regardless of schedule) for the purpose of computing dates for retirement eligibility, career tenure, completion of probationary period, within-grade pay increases, change in leave category, and time-in-grade restrictions on advancement. Part-time work is prorated for determining qualifications; for example, an employee

who works 20 hours per week would have 6 months of experience at the end of 12 months.

Q. Does part-time service affect retirement annuities?

A. Each year of part-time service counts as 1 full year toward the length of service requirement but is prorated for purposes of the annuity calculation. Under the Federal Employees Retirement System (FERS) rules, all part-time service is prorated. For employees under the Civil Service Retirement System (CSRS), part-time service performed on or after April 7, 1986, is prorated.

Q. How are performance ratings handled?

A. Part-time employees are rated on their performance in the same way as full-time employees. Depending on the arrangement, job sharing employees may have the same or different performance standards.

Q. What rights exist for adverse actions and RIF?

A. Part-time employees have the same rights as full-time employees when disciplinary action is taken against them. A reduction in scheduled hours is not subject to adverse action procedures. In a reduction in force, part-time and job sharing employees have assignment rights only to part-time positions. (Similarly, full-time employees have assignment rights only to full-time positions.)

TELECOMMUTING

RELEVANT STATUTORY REQUIREMENTS AND OTHER GUIDANCE:

Memorandum for Personnel Directors, October 21, 1993, from Lorraine Green, Deputy Director, Office of Personnel Management.

OPM publication *The Federal Flexible Workplace Pilot Project Work-at-Home Component*, January 1993.

OPM CONTACT:

Office of Staffing Reinvention, (202) 606-0830

After completing a successful pilot project involving over 900 employees from 14 Federal agencies, the U.S. Office of Personnel Management (OPM) is encouraging Federal agencies to use telecommuting in appropriate situations. Telecommuting means allowing an employee to work at home or another approved location away from the regular office. Although not a substitute for child care, telecommuting may help some employees balance the demands of work and family by reducing commuting time.

The following information answers some commonly asked questions about telecommuting. Additional information may be obtained from your agency personnel office.

Q. What is telecommuting and how flexible is it?

A. Depending on *individual agency policy and supervisory approval*, telecommuting can include:

- Regularly established schedules for an employee to work one or more days a week at home or another approved location.
- Individual situations in which an employee works at home to complete a specific task or to meet a short-term need. For example, an employee may be able to complete a project more quickly away from the day-to-day demands of the office; an employee incapacitated by illness or injury may be able to perform some work at home; and an employee may be able to continue working even though the office is closed because of a natural disaster.
- Regular assignments of an employee to work a part of each week at a telecommuting center that is geographically more convenient than the employee's regular office.

The General Services Administration (GSA) is helping establish telecommuting centers in the Washington, DC metropolitan area. Contact GSA's National Cooperative Administrative Support Unit Program at (202) 273-4660 for more information.

Q. What types of jobs are suitable for telecommuting?

A. Successful telecommuting work arrangements have included tasks that are:

- Easy to measure, for example, data or wordprocessing, telephone surveys, computer programming, and casework;
- Project-oriented with a specific product, for example, data analysis, proposal review, literature reviews, and written reports.

Employees in many different jobs participated in the Government-wide pilot project, including investigators, scientists, librarians, medical officers, program and management analysts; computer programmers; personnel specialists; writer/editors; claims examiners; secretaries and clerk-typists. Supervisors and managers also worked at home.

An employee may be able to perform some duties at home and handle others on days at the regular office. In most situations, an employee should work at the regular office at least one day each week.

Q. How does management benefit from offering telecommuting?

A. Organizations that offer telecommuting point to many different advantages:

- Improved employee effectiveness and morale.
- Better communication between supervisor and employee.
- Reduced need for office space and parking facilities.
- Less use of cars during rush hours.
- Less use of sick leave.
- A way to help employees with health problems when they cannot come to the office but are able to work.

Q. Who is responsible for approving an employee's request to telecommute?

A. Each Federal agency sets up its own approval process, but generally the immediate supervisor must agree to a specific employee's request.

Q. What role do unions play?

A. Because telecommuting affects conditions of employment, agencies must consult and negotiate with unions, as appropriate, regarding telecommuting programs.

Q. Does an employee have a right to telecommute? Could an employee be forced to work at home?

A. No, to both questions. Subject to any applicable union agreement, management decides whether the employee can work off-site, depending on the nature of the position and the suitability of the employee. Management has the right to end an employee's use of the telecommuting option, for example, if the employee's performance declines or if the arrangement no longer meets the organization's needs.

Q. What kind of employees have worked successfully as telecommuters?

A. Successful employees for telecommuting are employees who:

- Are known as reliable and responsible and have their supervisors' trust;
- Receive performance ratings of at least "fully satisfactory;"
- Understand how their organization works;
- Know how to establish priorities and manage time;
- Work well alone; and
- Conscientiously pursue high quality work.

Q. Won't the employee's work suffer without direct, on-site supervision?

A. The opposite is more often the case, partly because the employee working at home has fewer interruptions and distractions and partly because the individual has a strong incentive to demonstrate the value of working at home.

Q. How can the supervisor monitor work performance when the employee is not physically present?

A. Managers can measure what the employee produces by examining the product or results of the employee's efforts. It is also helpful to use project schedules, key milestones, regular status reports, and team reviews. Supervisors may call employees who are working at home.

Q. What equipment may agencies provide to employees working at home?

A. To the extent permitted by law, an agency may provide the employee whatever equipment is needed to perform the job. The law allows agencies to purchase and install home telephone equipment for employees who are working at home in accordance with Office of Personnel Management guidelines.

Note: There are other factors agencies consider in determining whether to permit employees to work at home, including safety, liability, and the impact on employees who continue to work in the office.

FAMILY AND MEDICAL LEAVE ACT

RELEVANT STATUTORY REQUIREMENTS AND OTHER GUIDANCE:

5 U.S.C. 6381-6387; 5 CFR part 630, subpart L.

OPM CONTACT:

Compensation Administration Division, (202) 606-2858

To help balance the demands of the workplace with the needs of the family, the Family and Medical Leave Act (FMLA) was signed into law in 1993. This law ensures that family and medical leave is available on a gender-neutral basis and mandates job security for employees who take leave. Likewise, it accomplishes these purposes in a manner that accommodates the legitimate interests of employers.

The "Family and Medical Leave Act of 1993" was enacted on February 5, 1993 (Public Law 103-3) and became effective on August 5, 1993. Title II of the Act, "Leave for Civil Service Employees," provides eligible Federal employees an entitlement to a total of 12 administrative workweeks of unpaid leave during any 12-month period for certain family and medical needs.

Questions on family and medical leave for Federal employees may be addressed to your agency personnel office.

Q. Who is eligible?

A. Those employees who meet the

definition of "employee" under 5 U.S.C. 6301 (2), *plus* physicians, dentists, and nurses in the Veterans Health Administration of the Department of Veterans Affairs; "teachers" or individuals holding "teaching" positions in Department of Defense overseas schools; and employees paid from non-appropriated funds. All eligible employees must have completed *at least 12 months of service* as an employee as defined above. (The 12 months of service need not be recent service.) Temporary or intermittent employees and employees employed by the government of the District of Columbia are not covered under Title II of the FMLA, but may be covered under Title I of the FMLA.

Q. What are the restrictions of the 12-month period?

A. The 12-month period begins on the date the employee first takes FMLA leave and continues for 12 months. An employee is not entitled to 12 additional weeks of FMLA leave until the previous 12-month period ends and an event or situation occurs that entitles the employee to another period of FMLA

leave. (This may include a continuation of a previous situation or circumstance.)

Q. For what purposes can the FMLA be taken?

A. The FMLA provides eligible Federal employees with an entitlement to *12 workweeks of unpaid leave during any 12-month period for the following purposes:*

- The birth of a son or daughter of the employee and care of the newborn.*
- The placement of a son or daughter with the employee for adoption or foster care.*
- The care of a spouse, son, daughter, or parent of the employee who has a serious health condition.
- A serious health condition of the employee that makes the employee unable to perform the essential functions of his or her position.

* Entitlement to 12 weeks of FMLA leave expires 12 months after the date of birth or placement for adoption or foster care. (Employees may begin FMLA leave prior to the birth or placement.)

Q. What justification is required to use the FMLA?

A. The employee may be required to provide advance leave notice and medical certification. The employee ordinarily must provide 30 days advance

notice when the need for FMLA leave is *foreseeable*. If the need for leave is not foreseeable, e.g. medical emergency, the employee must provide notice within a reasonable period of time appropriate to the circumstances involved. An agency may require medical certification to support a request for leave because of a serious health condition and may require second or third opinions (at the employer's expense).

If an employee cannot provide the required medical certification before FMLA leave is to begin, the employee must be provided *provisional leave*. Once FMLA leave has commenced and the employee fails to provide the medical certification, the agency may charge the employee as AWOL or may allow the employee to request that the provisional leave be charged as leave without pay or to the employee's appropriate leave account.

Q. What are the job benefits and protections provided under FMLA?

A. Upon return from FMLA leave, an employee must be returned to the same position or to an equivalent position with equivalent benefits, pay, status, and other terms and conditions of employment. An employee who takes FMLA leave is entitled to maintain health benefits coverage and may choose to pay the employee share of the premium on a current basis or pay upon return to work. The use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

Q. Can paid leave be substituted for FMLA leave?

A. An employee may elect, but *the agency may not require* an employee to substitute accrued or accumulated annual and/or sick leave or other paid time off for the unpaid FMLA leave in accordance with current law and regulations. (Note: Employees may substitute a portion of their sick leave for unpaid FMLA leave to care for a spouse, son, daughter, or parent. See "Federal Employees Family-Friendly Leave Act.") An employee may *not* retroactively substitute paid time off for unpaid FMLA leave. FMLA leave is *in addition* to other paid time off available to an employee.

Under certain conditions, FMLA leave may be taken intermittently or the employee may work under a work schedule that is reduced by the number of hours of leave taken as family and medical leave.

Q. Can a manager temporarily transfer an employee on FMLA to an alternative position?

A. Under the FMLA, if an employee requests intermittent leave or leave on a reduced leave schedule that is foreseeable based on planned medical treatment, the manager/supervisor may temporarily transfer the employee to an available alternative position that has *equivalent pay and benefits* and that can better accommodate recurring periods of leave.

The alternative position must be in the same commuting area and must provide an *equivalent grade or pay level*, including any special or geographic/locality pay adjustment; the same type of appointment, work schedule, status, and tenure; and the *same employment benefits* made available to the employee in the previous position.

FEDERAL LEAVE SHARING PROGRAMS

RELEVANT STATUTORY REQUIREMENTS AND OTHER GUIDANCE:

5 U.S.C. 6331-6373; 5 CFR part 630, subparts I and J.

Report to Congress on First-Year Operations Under the "Federal Employees Leave Sharing Act of 1988," October 31, 1990.

OPM CONTACT:

Compensation Administration Division, (202) 606-2858

Serious illness can strike employees regardless of how much annual or sick leave they have accumulated. The voluntary leave sharing program can help to ease the emotional and financial burdens felt by an employee who is seriously ill or has a family member with a medical emergency and who has exhausted all of his or her annual and sick leave. The program allows coworkers to voluntarily transfer some of their annual leave to the qualifying employee. Both donors and recipients benefit from the program because it encourages mutual assistance among fellow workers. Below are some commonly asked questions about voluntary leave sharing. Additional information may be obtained from your agency personnel office.

Q. What is Federal leave sharing?

A. On October 8, 1993, the President signed into law the Federal Employees Leave Sharing Amendments Act of 1993, which makes permanent the voluntary leave transfer and leave bank programs.

Under previous legislation, the leave sharing program had operated as a 5-year experiment and would have terminated on October 31, 1993.

Q. What is the voluntary leave transfer program?

A. The voluntary leave transfer program allows an employee to transfer annual leave to another employee who has a medical emergency in his or her family. Each Federal agency must establish procedures for voluntary leave transfer. The Office of Personnel Management has established guidelines for agencies to follow with regard to applications to become leave recipients, approval of applications, and transfer, accrual, and restoration of annual leave under this program. In order to be eligible to become a leave recipient, an employee must be experiencing a "medical emergency."

Q. What is a "medical emergency" under the voluntary leave transfer program?

A. A "medical emergency" is a medical condition of an employee or a family member that would most likely require a prolonged absence from work and would result in a substantial loss of income because of the unavailability of paid leave. Examples of situations which do **not** constitute medical emergencies include care of a newborn or adopted child, unless extenuating medical circumstances exist, and time off for elective surgery.

Q. What constitutes a "substantial loss of income?"

A. A substantial loss of income is an absence from duty without available paid leave (excluding any advanced leave) because of a medical emergency when the absence is (or is expected to be):

- at least 24 hours in duration for a full-time employee, or
- at least 30 percent of the average number of hours of work in the biweekly tour for a part-time employee or an employee with an uncommon tour of duty.

A leave recipient must use accrued annual leave (or sick leave, if applicable) before using donated leave. (Note that beginning December 2, 1994, an eligible employee may use up to 13 days of sick leave to care for a family member. See "Federal Employees Family-Friendly Leave Act.") If the medical emergency involves a family member, the leave recipient must use his/her 13 days of sick leave (if appropriate) for family care and

bereavement before using donated leave.

Q. When does a "medical emergency" end?

A. A medical emergency ends when the leave recipient leaves the Federal Service; when the employing agency receives written notice from the leave recipient that he or she is no longer affected by a medical emergency; when the employing agency determines, after written notice and opportunity for the leave recipient to reply, that the medical emergency has ended; or when OPM has approved an application for disability retirement for the leave recipient.

It is the agency's responsibility to monitor the status of the medical emergency affecting the leave recipient to ensure that he or she continues to be affected. After the emergency ends, any unused transferred annual leave remaining must be restored to the leave donors. Unused leave contributed to an employee under the leave bank program remains in the leave bank; it is *not* restored to the contributor.

Q. What is the voluntary leave bank program?

A. Under the voluntary leave bank program, employees gain protection against emergency leave needs by participating in an insurance-type arrangement, rather than depending on the generosity of fellow employees. Under this approach, Federal employees can insure themselves against personal or family medical emergencies by joining a leave bank. To join a leave bank, an

employee must contribute a minimum amount of his or her own annual leave each year into the leave bank during an open season. Then, if the need should arise and the employee has exhausted his or her own leave, the employee can request to become a leave recipient and be granted leave from the "bank."

Q. May employees covered by the voluntary leave transfer program participate in the voluntary leave bank program?

A. Yes. Under the law, an employee may be eligible to be a leave recipient under both programs if the agency has both programs.

Q. Under the voluntary leave transfer program, can transferred annual leave be substituted to cover periods of leave without pay and/or an indebtedness for advanced annual or sick leave?

A. Transferred annual leave may be substituted retroactively to the approved *beginning* date of the medical emergency. Agencies control when an employee may submit an application to become a leave recipient for a medical emergency that has terminated. For example, an agency could require that an employee must submit an application within 30 days after the medical emergency has ended.

The law and OPM's regulations do not require an order of precedence in applying transferred annual leave (e.g., liquidating an indebtedness for advanced annual or sick leave before substituting

for periods of leave without pay). The intent of the law is to permit the leave recipient to decide how transferred annual leave is used.

Q. Do agencies accept donations of annual leave from employees of other agencies under the voluntary leave transfer program?

A. Yes, interagency leave transfer is mandatory if a family member of a leave recipient is employed by another agency and requests the transfer of annual leave to the leave recipient. Also, an agency may accept leave from donors in other agencies if, in the judgment of the leave recipient's employing agency, the amount of annual leave donated from agency leave donors may not be sufficient to meet the needs of the leave recipient or acceptance of leave transferred from another agency would further the purpose of the voluntary leave transfer program.

Q. How does leave accrued while using shared annual leave affect a leave recipient who is able to work during his or her medical emergency?

A. If a leave recipient is able to return to work on a temporary or part-time basis, the annual and sick leave earned while the employee is working should be placed in his or her regular annual and sick leave accounts. Because the purpose of the leave transfer program is to allow employees who have exhausted all their earned leave to use leave donated by others, the leave recipient must use up any leave earned while

working on a temporary or part-time basis *before* using any additional shared leave.

Q. Are there any limitations on the amount of leave an employee may donate?

A. Yes. Generally, an employee may not donate more than one-half of the amount of annual leave he or she would be entitled to accrue in the leave year. Also, an employee may not donate annual leave that is projected to be forfeited at the end of a leave year. (See 5 CFR 630.908.)

FEDERAL EMPLOYEES FAMILY-FRIENDLY LEAVE ACT & SICK LEAVE RECREDIT

RELEVANT STATUTORY REQUIREMENTS:

5 U.S.C. 6307(d); 5 CFR part 630, subparts D and E.

OPM CONTACT:

Compensation Administration Division, (202) 606-2858

Federal Employees Family-Friendly Leave Act

The Federal Employees Family-Friendly Leave Act allows employees to use sick leave when caring for family members and when arranging for or attending funeral services of family members. These benefits became effective on December 2, 1994.

Family members are:

- spouses, and parents thereof;
- parents;
- children and brothers/sisters, and spouses thereof; and
- any individual related by blood or affinity who has an equivalent family relationship.

The following highlights key features of the Family-Friendly Leave Act and

answers some frequently asked questions. For more information, contact your agency personnel office.

Q. For what purposes can sick leave be used under the Federal Employees Family-Friendly Leave Act?

A. Employees may use sick leave:

- to care for a family member as a result of physical or mental illness; injury; pregnancy; or childbirth; or medical, dental, or optical examination or treatment; or
- to make arrangements necessitated by the death of a family member or to attend the funeral of a family member.

Q. Is there a limit to the amount of sick leave an employee can use?

A. Yes. The amount of sick leave a *full-time* employee may use in any leave year is as follows:

- 40 hours, plus
- up to an additional 64 hours, only if the employee's sick leave balance does not fall below 80 hours.

The amount of sick leave a *part-time* employee may use in any leave year is prorated as follows:

- the average number of hours of work in the part-time employee's scheduled tour of duty each week, plus
- up to the number of hours of sick leave the part-time employee would normally accrue in a leave year, only if the employee's sick leave balance does not fall below an amount equal to twice the average number of hours of work in the employee's scheduled tour of duty each week.

For example, an employee who works 20 hours a week, may use up to 20 hours of sick leave in a leave year, or up to 52 hours if he/she maintains a sick leave balance of at least 40 hours.

Q. Can an employee use sick leave to care for a family member with a communicable disease?

A. Yes. If a doctor or a health care official having jurisdiction determines that the employee's exposure to the communicable disease would jeopardize the health of other employees, the employee may use sick leave for the entire period of time during which the danger to other employees exist. If the health care professional cannot make a determination that an employee's exposure to a communicable disease would jeopardize the health of other employees, the employee is limited to the maximum of 13 days of sick leave to care for a family member.

Q. Can an employee be advanced the 40 hours of sick leave to care for a sick family member or for bereavement?

A. Yes, an employee may be advanced the 40 hours of sick leave to use to care for a family member or bereavement, in accordance with agency policy on advancing sick leave. However, an employee may *not* be advanced sick leave to meet the legal requirement to maintain 80 hours of sick leave in his/her account.

Sick Leave Recredit

OPM regulations now provide for the recredit of unused sick leave balances to former employees reemployed by the Federal Government on or after December 2, 1994 (regardless of the date of separation), unless the sick leave was forfeited upon prior reemployment. (Before this regulatory change, former employees must have been reemployed within 3 years after separation to gain recredit.)

LEAVE FOR ADOPTION & BONE-MARROW OR ORGAN DONATION

RELEVANT STATUTORY REQUIREMENTS:

5 U.S.C. 6307 and 6327; 5 CFR part 630, subpart D.

OPM CONTACT:

Compensation Administration Division, (202) 606-2858

Sick Leave for Adoption

Effective September 30, 1994, Federal employees may use sick leave for absences relating to adopting a child.

In addition, employees may substitute sick leave for any or all annual leave used for adoption-related purposes between September 30, 1991, and September 30, 1994.

The following provides answers to some questions routinely asked. For more information, contact your agency personnel office.

Q. What types of adoption-related activities are covered?

A. The purposes for which an adoptive parent may request sick leave include appointments with adoption agencies, social workers, and attorneys; court proceedings; required travel; and any other activities necessary to allow the adoption to proceed.

Q. Is the amount of sick leave an employee may use for adoption-related purposes limited to 13 days as it is for other family care purposes?

A. No. The amount of sick leave taken for adopted-related activities is not limited to 13 days and does not count towards the annual 13-day limit under the Family-Friendly Leave Act.

Q. What is the deadline for requesting that sick leave be substituted for annual leave used for adoption purposes between September 30, 1991, and September 30, 1994?

A. The employing agency must receive the employee's written application no later than September 30, 1996.

Leave for Bone-Marrow or Organ Donation

Effective September 30, 1994, Federal employees are entitled to use up to

7 days of paid leave in a calendar year (in addition to sick or annual leave) to serve as a bone-marrow or organ donor. Agencies may grant additional time off for these purposes as excused absence, sick leave and/or annual leave, advanced leave, or leave without pay.

For more information, contact your agency personnel office.

Components of a Work & Family Program

DEPENDENT CARE

CHILD CARE

Choosing child care arrangements is a very personal decision for parents. It is one of the most important decisions a parent can make since the care children receive influences their future development. This section describes the types of child care available in most communities.

Resource and referral services can provide you with information about available child care in your area. To locate a service in your area, you may call **Child Care Aware** at the toll-free number shown, or you may refer to the *Handbook for Child and Elder Care Resources* published by OPM. The handbook lists child care centers sponsored by Federal agencies, describes Federal and national organizations that can help you learn about quality child care, and provides a bibliography related to finding quality child care. To obtain a copy of the handbook, please refer to page 45.

Types of Child Care

There are three basic types of child care: child care centers, child care homes, and child care in your own home. This section describes these basic types and also outlines some additional child care programs that may be available in your community: before and after school care; vacation and summer programs; sick child/back-up/emergency care; part-day preschool programs and nursery

schools; programs for children with special needs; and the Head Start Program.

Child Care Aware

Call Child Care Aware to locate the child care resource and referral agency in your area.

1-800-424-2246

Monday - Friday
8:00 a.m. - 5:00 p.m.
(Central Standard Time)

Ask for a free brochure and checklist to help you evaluate the quality of a child care center or home.

Child Care Centers

A child care center provides care for groups of children by a staff of caregivers. The staff frequently have some type of early childhood education training. Centers are generally licensed by the State and more and more centers are earning accreditation through the National Association for the Education of Young Children (NAEYC). Centers are either privately operated for profit by a chain or individual or operated by non-profit agencies, such as churches, public schools, government agencies, or non-profit vendors.

Child Care Homes

A child care home provides care for a small group of children in the caregiver's home. These homes are registered or licensed in most States. More and more homes are becoming accredited by the National Association for Family Day Care (NAFDC).

Child Care In Your Own Home

This type of care takes place in your own home. The caregiver may be a baby-sitter, a professional "nanny" trained to care for young children, a student "au pair" who lives in your home, or another caregiver with some experience with young children. Parents need to check references carefully. When using in-home care, you become an employer, which requires special considerations. As an employer, you are responsible for Federal Unemployment Insurance and Social Security taxes. In many States you must provide Workers' Compensation and State Unemployment Insurance.

Before and After School Care

There are various options for before and after school care. Programs in your community may be operated by child care centers, recreation centers, churches, and youth organizations, such as YMCA, YWCA, Boys Clubs of America, Girls Inc., and Camp Fire, Inc. In many communities, schools provide after school care, sometimes called "extended day care" programs. If your school does not currently provide such a program, your school's principal or

Parent Teachers Association (PTA) may be aware of parents' associations that are working in your community to get such programs started or to find other affordable quality options for school-age care.

Vacation and Summer Programs

Vacation and summer programs are usually for school-age children, although in some areas they are also available for preschool children. These programs provide a variety of activities such as arts and crafts, swimming, drama, and organized sports. Vacation or summer programs are often operated by the local parks and recreation departments, community organizations, and child care centers.

Sick Child/Back Up/Emergency Care

All children get sick from time to time. Most child care centers have policies about sick children and very few allow children with contagious diseases to attend. Caregivers also get sick. Child care centers generally make arrangements for substitutes when a caregiver is ill; however, if you choose a child care home, you will need to ask if the caregiver has plans for someone to care for your child when the caregiver is sick. It is a good idea to plan for back-up care. When looking for back-up care, you may want to consider child care homes, neighbors, close friends, or local college students. Discuss your needs for back-up care with potential providers beforehand to be sure they will be available when you need them. It is a good idea to complete the necessary documents

and decide on any fees before you need the back-up care.

Part-day Preschool Programs and Nursery Schools

Part-day preschool programs and nursery schools are group child care programs which operate less than a full day.

These programs are located in a variety of settings, including churches, public schools, and child care centers. State licensing regulations may be different for programs operating less than a full-day schedule. This type of care, generally for children two and a half to five years of age, provides an opportunity for interaction with other children of similar ages. These programs usually follow the same academic year and holiday schedules as the public schools.

Programs for Children with Special Needs

Finding quality child care for children with disabilities can be especially challenging for parents. However, information and assistance is available from national and community organizations and parent groups to make the search easier. One of the organizations that can help parents of special needs children find child care is the National Information Center for Children and Youth With Disabilities (NICHCY). It can send you free of charge two very useful publications, *A Parent's Guide: Accessing Programs for Infants, Toddlers, and Preschoolers with Disabilities* and *A Parent's Guide: Accessing Parent Groups*. NICHCY can also send you a *State Resource Sheet* that lists the addresses

and phone numbers of the agencies and organizations in your State that can assist parents of children with disabilities and a *National Resource Sheet* that lists addresses and phone numbers of the national disabilities organizations and clearinghouses. NICHCY's toll-free phone number is 1-800-999-5599.

It is also important to point out that regardless of your child's specific disability, you may always call the local office of any of the national disabilities organizations, such as United Cerebral Palsy Association, National Down's Syndrome Society, Muscular Dystrophy Association, Spina Bifida Association of America, and March of Dimes Birth Defects Foundation. The staff of these and other disabilities organizations generally know about the services provided in their communities and can usually help parents even if their child has a disability different from the one that is the focus of the organization.

NOTE: The Americans With Disabilities Act (ADA) covers child care centers and family day care homes. Information about the requirements of the ADA, as well as informal guidance in understanding and complying with the ADA, can be obtained by contacting the U.S. Department of Justice, Public Access Section of the Civil Rights Division, P.O. Box 66738, Washington, DC 20035-6738, (202) 514-0301.

Head Start Program

Head Start is a nationwide Federally-funded early childhood program for low-income preschool children, primarily ages

three to five. It is designed to provide comprehensive services in preparation for public school. Services include cognitive and language development, medical, dental, and mental health services, and nutritional and social services. The program places particular emphasis on parental involvement. For information about specific eligibility requirements, contact your local department of social services.

ELDER CARE

When an elderly relative or friend suddenly becomes dependent upon another, the problems faced can become emotionally draining and complex. Oftentimes the person who assumes responsibility for the elder does not recognize that he or she has become a caregiver.

People often associate elder care with skilled medical or institutional care, but many older adults can remain independent with only the assistance of routine daily living tasks. Help for assisting an older person is often available within the person's community.

Communities throughout the United States offer varied services for its aging populations. Utilizing these community resources can help an older person live more comfortably and remain independently in his or her home.

The **Elder Care Locator** is a toll free service operating nationwide for people with elder care problems. It is sponsored by the National Association of Area Agencies on Aging with funds from the Older Americans Act. The trained elder care operators can determine who should be contacted and provide local referral numbers. If elders live far away, the **Elder Care Locator** can provide information on that area.

The local government social services office and the Area Agencies on Aging having jurisdiction in the elder's area

should also be contacted about what services are available.

Elder Care Locator

If you're concerned about an older person, and don't know where to turn for information, the Elder Care Locator can help you. Call the 1-800 number listed below.

1-800-677-1116

Monday - Friday

9:00 a.m. - 8:00 p.m.

(Eastern Standard Time)

The Handbook for Child and Elder Care Resources published by OPM includes additional information about community services, housing options, legal considerations, Social Security, Government funded health insurance programs for older persons, and tips and checklists for selecting nursing homes and home health care agencies. To obtain a copy of the handbook, please refer to page 45.

Community Resources

The following is a list of services which may be available in the older person's area.

Area Agencies on Aging

The Area Agencies on Aging (AAA)

provide access to a variety of services to older persons in communities throughout the United States. These services include: information and referral, homemaker/home health aides, transportation, congregate care and home delivered meals, chores, and other supportive services. AAAs are located in every state. The types of services they offer will differ.

Case Management

Case management is a method of assessing a person's total care needs, arranging for necessary services, and coordinating the delivery. Since care problems rarely occur one at a time and services may be fragmented, this service can be used by caregivers to coordinate a care plan.

Senior Centers

Senior centers offer older people an opportunity to socialize and a place to meet. They offer a wide variety of social, educational, and recreational programs. Some senior centers provide transportation services.

Adult Day Care Centers

Adult day care centers offer a variety of health care and social services for people who need assistance with personal care such as grooming or toileting, but not round-the-clock care. Round trip transportation may be provided to the center where people may spend a few hours or all day. Adult day care center availability varies. The centers may be

operated by hospitals, nursing homes, religious organizations or privately owned care centers.

Assistive Devices

Assistive devices are services and products that can be purchased or rented to help people function better at home. These may include devices for persons with hearing and/or visual impairments and those who need help in walking or moving about. Assistive devices may be available from medical equipment rental stores or electronic product retail stores. Several States have assistive device distribution programs operated by the State rehabilitation agency for the disabled.

Home Adaptation

Home adaptation means making changes to the elder's home to accommodate his or her changed needs. Adaptation may include small changes like installing grab bars, or major changes such as widening doorways for wheelchairs or installing a bathroom on the first floor of the home.

Homemaker Services

Homemaker services include assistance with grooming and dressing, and help with meal preparation, food shopping, or light housekeeping.

Home Chore Services

Home chore services offer minor household repairs, household cleaning, and yardwork.

Home Maintenance and Repair Programs

Home maintenance and repair programs (usually sponsored by nonprofit organizations) provide home maintenance, home repairs, and help with emergencies such as frozen pipes.

Nutrition Services

Nutrition services provide people with inexpensive, nutritious meals in group settings such as senior centers, churches, synagogues, or senior housing. Nutrition sites may provide transportation.

Home-Delivered Meals

Home-delivered meals or "meals-on-wheels" is a service that delivers hot, nutritious meals once or twice a day, usually five days per week. Most home-delivered meal programs can accommodate special diets.

Friendly Visitors

Friendly visitors are volunteers who regularly visit older persons who may need companionship. They may read, write letters, run local errands, etc. for the older person. Friendly visitors are usually provided by a religious or voluntary organization.

Home Health Care

Home health care covers a wide variety of medical services provided by such professionals as nurses or physical

therapists. Home health care is widely available.

Personal Emergency Response Systems (PERS)

PERS are emergency alert button devices that are placed in the home and can be pressed to summon help from emergency response centers such as hospitals or 800 numbers.

Telephone Reassurance

Telephone reassurance is offered by volunteers who arrange to talk to older persons daily to ensure that "all is well." This service is especially helpful to people who live alone. Availability varies in communities. Contact the elder's Area Agency on Aging, church or synagogue, or Visiting Nurses Association.

Hospice Care

Hospice is a special kind of care for terminally ill people and their families. It does not focus on recovery through medical treatment, but instead helps people cope with the physical and emotional pain of dying from a clearly terminal illness. Hospice care may be given at home or in a hospice facility, and may be provided by or supplemented by trained volunteers. Insurance coverage for hospice care varies. Medicare will provide benefits to patients who are diagnosed as being terminally ill, but patients receiving hospice benefits waive their regular Medicare coverage while they are under hospice care.

Respite Care

Respite care provides short-term relief to people who care for an older person at home. The respite can be for a few hours or several days. It may be provided at home, at adult day care centers, or at hospitals overnight.



1. RESOURCE & REFERRAL



THE HANDBOOK OF CHILD & ELDER CARE RESOURCES

The Work and Family Program Center developed *The Handbook of Child Care and Elder Care Resources* primarily to put employees in touch with the many free resource organizations and agencies around the country that can help meet their dependent care needs. It is intended to provide employees with as many options as possible so they can make the best decision for meeting their dependent care needs.

The handbook also provides practical tips on how to find quality child and/or elder care, information about Federal personnel programs that can help employees balance their work and family responsibilities, and contacts to call for further information on related topics, such as obtaining financial assistance for low-income employees.

The handbook was designed to be helpful, easy to use, and practical. We encourage agencies to make it available to interested employees by photocopying it or displaying it in a prominent area. Copies of *The Handbook of Child and*

Elder Care Resources are available from the address below. Please write to find out price, stock number, and ordering information.

Superintendent of Documents
Office

Mail Stop: SSOP

Washington, DC 20402

FAX (202) 512-2250

It is also available on disk. To receive a copy, send a formatted disk to the following address. Include a postage paid return envelope and we will return the disk at no charge.

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E Street, NW, *Room 7316*
Washington, DC 20415-0001

Attention: Lisa Bullin

Work and Family Program Center

(202) 606-5520

WORK & FAMILY NEWSCLIPS

The Work and Family Program Center distributes monthly newsclips to agency work and family centers. They are a compilation of summaries and notes from articles that have appeared in major newspapers and journals. The articles include information on child care, elder care, work and family issues, and information on upcoming conferences and meetings.

The mailing list consists of agency work and family representatives, employee assistance program counselors, and other Federal employees interested in work and family issues. To be on the mailing list, please contact:

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E Street, NW, Room 7316
Washington, DC 20415-0001

*Attention: Mallie Burruss
Work and Family Program Center*

(202) 606-5520

The following are samples of Work & Family Newsclip headings included in previous mailings:

Some Add Sons to 'Daughters to Work Day'

No Boys Allowed

More Day-Care Centers Help the Aging Attend to the Aged

Survey of Area's Elderly Finds Many Living in Need

The Trouble with Child Care

Little Room at Department of Defense Centers - Civilian Employees' Kids Low on Priority List

Easing an Employee's Family Strains Reaps Benefits for Employers Too

Getting the Dope on Drug, Alcohol Misuse

Moving the Job Closer to the Commuter

2. LUNCH & LEARN SEMINARS

WORK & FAMILY SEMINAR SERIES

The Work and Family Program Center gives presentations as part of an ongoing Work & Family Seminar Series, open to all Federal work and family representatives. The seminars are geared towards providing agencies with the help necessary for their employees to balance the challenges of worklife and homelife.

The Seminar Series is designed to aid work and family coordinators and employee assistance program representatives in the development of lunch and learn seminars on current topics of interest to Federal employees.

The presentations give participants hands on information and material they can put to work immediately.

Sample Work & Family Seminar Series Titles:

Latchkey Children: An Action Plan for Parents

Breaking the Cycle: Youth and Violence Issues

Human Aspects of Downsizing

For more information on up-coming seminars, call the Work and Family Program Center at (202) 606-5520.

WORK & FAMILY SPEAKERS BUREAU

Lunch and Learn Seminars are an excellent, low-cost way to provide employees with an opportunity to listen to dependent care experts. Typically, speakers address a single issue, provide handouts, and answer questions.

Scheduling during a one-hour lunch period ensures that the employee will not miss time from work, thereby accommodating employees as well as managers. Since there are generally no fees for speakers and seminars occur during lunch, both the agency and the employee benefit.

To aid agencies with locating qualified speakers, the Work and Family Program Center offers the Work and Family Speakers Bureau. The Center has developed a list of speakers, who at no

cost, can address a variety of topics covering today's vital work and family issues. For your convenience, we have provided below a partial listing of topics which can be addressed by participants in the Speaker's Bureau.

For more information or to obtain a listing of speakers, you may contact:

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E. Street, NW, *Room 7316*
Washington, DC 20415-0001

Attention: Mallie Burruss
Work and Family Program Center

(202) 606-5520

Topics Addressed by Work and Family Speakers Bureau Participants

***F*AMILY**

1. Dual Career Families
2. Single Parenting
3. Living with Illness and Bereavement in the Workplace
4. The Sandwich Generation
5. Family Violence
6. Financial Crisis Intervention
7. Department of Defense Spouse Employment and Relocation Assistance
8. Flexible Work Schedules

9. Telecommuting
10. Support Groups
11. Grandparents Raising Grandchildren

***C*HILDREN'S ISSUES**

1. Daycare
2. Child and Animal Abuse
3. Federal Child Support Enforcement
4. Care of School Age Children
5. Latchkey Children
6. Challenging Children

ADOLESCENT ISSUES

1. Chemical Dependency
2. Gangs
3. Violence
4. Living with a Teenager

ELDER ISSUES

1. Elder Care
2. Elder Abuse
3. Long-Term Care Planning
4. Managed Care and Rehabilitation
5. Housing Options
6. Nutrition
7. Long Distance Caregiving
8. Public Benefits
9. Legal Issues

MENTAL HEALTH DISORDERS AND TREATMENTS

1. Alzheimer's Disease and Related Dementias
2. Psychological aspects of Middle and Older Generations
3. Caregiver Stress
4. Coping with Personality Disorder of an Older Adult
5. Stress Management and Reduction
6. Normal Aging vs. Alzheimer's Disease
7. Effects of Alzheimer's on the Person and Caregiver

RESOURCES

1. Community Resources for Older Adults
2. Home Care and Other Resources for Seniors
3. Housing for Elders
4. Aging Services
5. Support and Resources for Caregivers of Older People
6. Guardianship and Alternatives
7. Services for and to Elderly in Alexandria
8. Department of Defense Family Center Information and Referral
9. Certification for Home Health Aides
10. Community Resources for Seniors from Local, State and Federal Programs
11. Identifying Employee Caregiver Needs
12. Information and Referral
13. Support Groups
14. 24-Hour Telephone Helpline

3. RESOURCE FAIRS

HOW TO DO A FAIR

Having a dependent care fair is an excellent way for employees, work and family coordinators, employee assistance program representatives, and managers to obtain information about various local or national aging or parenting organizations. Representatives from different organizations provide information, demonstrations and literature, and answer questions relating to their mission, resources, and services.

A resource fair can be done with little staff and even less money. The Work and Family Program Center has developed a guide entitled *How To Do a Fair* intended to make fair planning easy for the organizer and beneficial to the targeted audience.

The guide takes you step by step through the fair planning process. It covers all aspects of the fair from addresses of who to invite to sample thank you letters. Sample checklists are included to help you keep track of your efforts.

When planning and inviting various organizations, try to offer your employees a broad representation of the aging and/or parenting fields. The elder care organizations included in the guide cover a number of aging topics including health issues, support groups, community assistance, hospice care, housing, home care, and volunteerism. Likewise, organizations listed cover a wide range

of child related topics including finding quality child care, children's health issues, support groups, community assistance, latch key kids, college preparation, Head Start, and parenting a handicapped child.

If your agency is small or resources are scarce, a dependent care fair can easily be done in conjunction with an established agency health fair. Another option is to work together with another agency(s) to plan a fair in order to maximize organization representation and audience attendance.

For further questions or to obtain a free copy of *How To Do a Fair*, please contact:

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E Street, NW, Room 7316
Washington, DC 20415-0001

Attention: Lisa Bullin
Work and Family Program Center

(202) 606-5520



4. SUPPORT GROUPS



ESTABLISHING AN ELDER CARE SUPPORT GROUP

As an increasing number of employees face the problems and responsibilities of caring for an aging family member, many employers are searching for ways to help their employees balance the demands of work and caring for an elderly parent or relative. One effective and useful tool is the work-site support group. Support groups bring together people who have similar concerns or difficulties and enable participants to share personal stories and helpful information. Members often find it comforting to learn that their problems are not unique. Establishing a support group is inexpensive and relatively simple. The information listed below explains how to start a support group in your agency. These suggestions can be modified to suit the needs of your employees.

Employee Needs Assessment

Establishing a support group should be based on a sufficient employee need and desire for one. One way to determine that is to conduct an employee survey to assess the extent to which employees have elder care responsibilities or concerns and would like agency help meeting them.

Many employees with elder care responsibilities may not even realize that they are caregivers. A needs assessment survey should define the term caregiver. Caregivers of the elderly are concerned about or provide assistance to elderly

relatives or friends who have physical or mental limitations. Such care may include any number of tasks such as making regular telephone checkups; providing transportation, meals, medical care, or personal care, managing finances; or assisting with shopping and other errands. A survey should emphasize that caregiving includes any support no matter how small the task and may be provided by a caregiver who lives far away from the elderly person. Include questions about anticipated elder care concerns in the near future and employee interest in participating in a support group.

If the survey results reveal an interest in starting one, consider the remainder of these steps. Keep in mind that a support group can be as small as five people and may grow as employees learn of its existence.

Support Group Coordinator

Because attendance at support group meetings may be sporadic at times, the consistent attendance of an employee assistance program counselor or agency work and family manager at the meetings can help to maintain the group. The group coordinator can be responsible for advertising future group meetings, arranging meeting space, and maintaining a current list of group members and their telephone numbers (see Meeting Time and Place below). An employee

assistance program counselor or work and family manager also can offer group members elder care resource and referral information and explain personnel flexibilities available in their agencies that may help employees balance work and caregiving demands.

There also may be interest in starting a support group newsletter that could include newspaper and magazine articles on caregiving and aging issues, resource and referral information, and the date and time of the next support group meeting. A newsletter is especially helpful to members who temporarily lose contact with the group.

If a counselor or work and family manager is not available to attend meetings on a regular basis, a leader may emerge from the group. This individual could be responsible for arranging the meetings or writing a newsletter. These tasks also could be shared by members on a rotating basis. Keep in mind that these are merely suggestions for a potential group leader. Each group will conduct itself differently.

Meeting Time and Place

Establish the time, place, and frequency of the support group meetings. Generally, employees like to meet at lunch time and will bring their lunches. Participants will decide how often they want to meet. Usually, a meeting room must be reserved in advance. Contact the agency building services office to find out how to reserve a room. Once a meeting time has been established, advertise the meeting at least two weeks in advance by

placing announcements in a location where employees are certain to see them (bulletin boards or employee newsletters, for instance).

Goals/Purposes/Expectations

It is important to explore what members wish to accomplish at the meetings. Members should discuss the goals of the support group at the first gathering. The goals may change as new members are added or as problems or concerns change. These goals and purposes should be considered each time the group meets. Members also may wish to explain what they hope to gain from attending the meetings.

Confidentiality

Support group members must agree not to discuss the personal aspects of the meetings they attend. Certainly it is appropriate to share resource information outside the group but the personal problems and concerns of members should remain private. This agreement of confidentiality should be stated at the first meeting.

Open or Close Ended Group

Support groups can be open-ended or close-ended. An open group accepts new members at any time while a closed group establishes a group but does not add new members for a specified period of time. The person that establishes the support group may make this decision or the members at the first meeting may decide. An agency elder care support group may be better suited to an open-

ended format since many employees experience the onset of elder care problems suddenly.

Resource and Referral Information

In addition to emotional support, caregivers of the elderly often need information about elder care resources available in the community. As mentioned above, an employee assistance program counselor or work and family manager can often provide such information. However, these professionals may not be readily available to the group on a regular basis or may have limited access to such information.

Employees can call the Elder Care Locator, a toll-free telephone number (1-800-677-1116) operated by the National Association of Area Agencies on Aging, to learn how to contact the appropriate Area Agency on Aging (AAA) in their elderly parents'/relatives'

communities. The 670 AAAs located in communities across the United States can help employees locate services for their elderly parents/relatives, even if their parents/relatives live in another state.

The Office of Personnel Management's Work and Family Program Center can provide elder care support groups with copies of *The Handbook of Child and Elder Care Resources*. The elder care section of the handbook is written for caregivers of the elderly and includes information on housing options for the elderly, nursing homes, legal and financial issues, health insurance, and home health care.

If you have additional questions about creating and running a support group or would like a copy of *The Handbook of Child and Elder Care Resources*, contact the Work and Family Program Center, (202) 606-5520.

ESTABLISHING A PARENTING SUPPORT GROUP

Many Federal employees serve in a dual role as a worker and as a parent. But parenthood, unlike a job, is a role most adults assume without the benefit of training, education, or practical experience. The challenges of such an enormous undertaking leave many employees drained and distracted. The workplace is frequently a further extension of the home, complete with the worries and problems often associated with parenthood. Many employers have recognized this conflict and are searching for ways to help their employees balance the demands of work and caring for children. One effective and useful tool is the work-site support group. Support groups bring together people who have similar concerns or difficulties and enable participants to share personal stories and helpful information. Members often find it comforting to learn that their problems and concerns are not unique.

Establishing a support group is inexpensive and relatively simple. The information listed below explains how to start a support group in your agency. These suggestions can be modified to suit the needs of your employees.

Employee Needs Assessment

Establishing a support group should be based on a sufficient employee need and desire for one. One way to determine that is to conduct an employee survey to

assess the extent to which employees have parenting responsibilities or concerns and would like help meeting them. A survey should include questions about anticipated parenting concerns and employee interest in participating in a support group.

If the survey results reveal an interest in starting one, consider the remainder of these steps. Keep in mind that a support group can be as small as five people and may grow as employees learn of its existence.

Support Group Coordinator

Because attendance at support group meetings may be sporadic at times, the consistent attendance of the group coordinator (an employee assistance program counselor or work and family manager) at the meetings can help to maintain the group. The group coordinator can be responsible for advertising future group meetings, arranging meeting space, and maintaining a current list of group members and their telephone numbers (see Meeting Time and Place below). An employee assistance program counselor or work and family manager also can offer group members parenting and/or child care resource and referral information and explain personnel flexibilities available in their agencies that may help employees balance work and caregiving demands.

There also may be interest in starting a support group newsletter that could include newspaper and magazine articles on parenting, child care, and children's issues, resource and referral information, and the date and time of the next support group meeting. A newsletter is especially helpful to members who temporarily lose contact with the group.

If a counselor or work and family manager is not available to attend meetings on a regular basis, a leader may emerge from the group. This individual could be responsible for arranging the meetings or writing a newsletter. These tasks also could be shared by members on a rotating basis. Keep in mind that these are merely suggestions for a potential group leader. Each group will conduct itself differently.

Meeting Time and Place

Establish the time, place, and frequency of the support group meetings. Generally, employees like to meet at lunch time and will bring their lunches. Participants will decide how often they want to meet. Usually, a meeting room must be reserved in advance. Contact the agency building services office to find out how to reserve a room. Once a meeting time has been established, advertise the meeting at least two weeks in advance by placing announcements in a location where employees are certain to see them (bulletin boards or employee newsletters, for instance).

Goals/Purposes/Expectations

It is important to explore what members wish to accomplish at the meetings. Members should discuss the goals of the support group at the first gathering. The goals may change as new members are added or as problems or concerns change. These goals and purposes should be considered each time the group meets. Members also may wish to explain what they hope to gain from attending the meetings.

Confidentiality

Support group members must agree not to discuss the personal aspects of the meetings they attend. Certainly it is appropriate to share resource information outside the group but the personal problems and concerns of members should remain private. This agreement of confidentiality should be stated at the first meeting.

Open or Close Ended Group

Support groups can be open-ended or close-ended. An open group accepts new members at any time while a closed group establishes a group but does not add new members for a specified period of time. The person that establishes the support group may make this decision or the members at the first meeting may decide. An agency parenting support group may be better suited to an open-ended format since many employees experience parenting difficulties suddenly.

Resource and Referral Information

Parents, whether they have small children, teenagers, or adult children, sometimes need assistance with the parenting problems they encounter. From finding quality child care to locating a math tutor for a ninth grader, parenting resources are available in the community. As mentioned above, an employee assistance program counselor or work and family manager can often provide such information. However, these professionals may not be readily available to the group on a regular basis or may have limited access to such information.

Employees can call Child Care Aware, a toll-free telephone number (1-800-424-2246) operated by the National Association of Child Care Resource and Referral Agencies, to locate a nearby child care resource and referral agency.

Employees also can contact their county government human services office or a local hospital. Both organizations have extensive knowledge of available parenting resources.

The Office of Personnel Management's Work and Family Program Center can provide parenting support groups with copies of *The Handbook of Child and Elder Care Resources*. The child care section of the handbook is written for parents of small children and includes information on selecting day care and lists national organizations and resources that can be of assistance to parents.

If you have additional questions about creating and running a support group or would like a copy of *The Handbook of Child and Elder Care Resources*, contact the Work and Family Program Center, (202) 606-5520.



Federal Government Programs



CHILD DEVELOPMENT CENTERS

Several Federal agencies sponsor on-site child care centers for their employees. The presence of an on-site child development center benefits children, their parents, and the Federal agency for which they work. On or near-site child development centers will, for many employees, alleviate some significant barriers to job satisfaction. Child care centers will also help to reduce absenteeism and promote recruitment and retention of a quality workforce.

Statutory Authority

The Tribble Amendment, passed by Congress in 1985, allows Federal agencies to establish on-site child care centers for children of Federal employees. It authorized agencies to spend appropriated funds for child development center start-up costs (not to exceed six months). 40 U.S.C. 490(b) states that agencies can allot space in Federal buildings for the establishment of child care centers and provide, free of charge for rent or services, space for child care centers on the conditions that:

- space is available;
- child care services will be provided to a group of individuals, of whom at least 50 percent of the children enrolled in the center have one parent or legal guardian who is a Federal employee; and
- priority for available child care

services will be given to Federal employees.

Federally Sponsored Centers

Approximately 704 child care centers are sponsored by Department of Defense, mostly on military installations. Contact the Department of Defense's Office of Family Policy Support and Services at (703) 697-7191 for information about these centers.

An additional 150 child care centers are sponsored by other Federal government agencies. These centers are listed in *The Handbook for Child and Elder Care Resources* by state. See page 45 for more information about the handbook.

GSA's Office of Child Development and Youth Programs

The General Services Administration's (GSA) Office of Child Development and Youth Programs is the focal point for the establishment of child care centers in GSA-controlled space. The Office oversees almost 100 on-site child care centers and provides directors, staff, and board members advice and technical assistance on the successful operation of quality child care programs.

The Office enhances the Federal agencies' ability to provide ongoing quality child care by collecting and disseminating information through a network of

Regional Child Care Coordinators and an Interagency Task Force on Federal Child Care. *The Handbook for Child and Elder Care Resources* lists all the GSA Regional Child Care Coordinators.

Establishing a Child Care Center

There are many steps involved in deciding whether your agency should establish an on-site child development center. The success of a child care center depends on the ability to attract a sufficient number of interested parties. The steps to success are:

1. Obtaining management commitment for the resources necessary to build the child care center.
2. Forming an organizing committee of employees willing to ensure the success of a center.
3. Conducting a needs assessment survey.
4. Evaluating survey results for feasibility.
5. Selecting the space.
6. Hiring a provider that offers the services as determined by the needs assessment.
7. Marketing the center to Federal parents.

Other Options

If the establishment of an on-site child care center is not a practical or cost-

effective solution to the child care needs as identified during the assessment process, other possibilities such as off-site child care and employee resource and referral services should be considered.

Check with nearby Federal agencies to see if they have an on-site center, and if so, what age groups they might have vacancies for. Also, inquire at nearby private child care centers about space availability. Some private centers offer a tuition discount for Federal employees. In addition, child advocacy groups, such as the National Association for the Education of Young Children (NAEYC), are useful in directing employees to various resources.

It is important to note here, however, that a Dependent Care Assistance Program is not an option for Federal agencies. Currently, no authority exists permitting pre-tax salary deductions to pay for dependent care expenses for Federal employees.

For questions regarding on-site child care centers contact:

U.S. General Services Administration
*Office of Child Development
and Youth Programs*
18th & F Streets, NW, Room 6119
Washington, DC 20405-0001

U.S. Office of Personnel Management
Work and Family Program Center
Theodore Roosevelt Building
1900 E Street, NW, Room 7316
Washington, DC 20415-0001

EARNED INCOME TAX CREDIT

The Earned Income Tax Credit (EITC) is a special tax break for workers whose income falls below a certain level. The credit is subtracted from the tax owed so the worker ends up paying less in taxes and possibly getting money back. If the worker doesn't owe any tax, the credit is added to the refund. The credit is intended to offset some of the increases in living expenses.

The EITC was expanded with the enactment of the Omnibus Budget Reconciliation Act of 1993 (OBRA'93). This expansion is to be phased in over the next three years, and includes:

- an increase in the maximum credit available to families with two or more children,
- an expansion of the credit to childless workers, and
- an opportunity to receive the credit in advance payments.

Who is Eligible

To qualify for the credit, the worker must meet the following criteria:

- file as single, head of household, married filing jointly, or qualified widow(er) with dependent child,
- receive income from a job or self-employment,
- have earned income and adjusted gross income each be less than \$25,296 in 1994 if the worker has children, and
- have a qualifying child that lived with the worker in the same home in the United States for more than half the year (the whole year for a foster child), or be childless, age 25 through 64, and meet the income requirements.

How to Receive the Credit

Eligible workers can get the tax credit one of two ways--all at once or, if a worker expects to qualify for the earned income tax credit, the worker can choose to get part of the credit in advance in their regular paychecks during the year.

Advance payments allow an eligible worker to receive up to 60% of the credit for one child (up to \$1,200) throughout the year, rather than in one lump sum at the end of the year. Workers claim the balance of the credit when they file their tax return the following year. *A worker cannot get advance payments of the credit for a second child or if they do not have a qualifying child.*

Please contact your servicing personnel office for a W-5, or if you need more information about the EITC contact the IRS at 1-800-829-3676.

SUBSIDIZED TRANSPORTATION

Under authority provided in Public Law 101-509, eligible employees may receive subsidized transportation. Policies and operating procedures may be set by each agency.

Agencies may determine the transportation systems in the area and set up their own criteria that employees must meet to be eligible for subsidized transportation.

Agencies may also elect how to pay employees. For example, fare subsidy

reimbursements can be made in the form of a separate check or added to their payroll for each participating employee.

To prevent fraud and abuse, employees providing false or incorrect information may be subject to criminal prosecution under Title 18, U.S.C. §1001 and/or subject to disciplinary procedures under 5 CFR Part 752.

For additional information, please contact your agency's personnel office or fare subsidy program manager.

Work & Family
Program Center
At Your Service

TRAINING FOR SUPERVISORS AND MANAGERS

OPM has developed a training module especially for first-line supervisors and managers that addresses work and family needs, issues, policies, and programs. At the completion of the module, supervisors and managers will be better able to:

- Describe why increased attention is being given by employers, both public and private, to the impact of family responsibilities on work productivity.
- Increase unit productivity by timely resolution of the conflict between employee work and family needs.
- Help employees locate appropriate agency and community resources that deal with work and family needs.
- Apply personnel policy and sound management practices to resolve specific work situations in a family-friendly work environment.

The training materials are available without charge to interested Federal agencies and State and local governments.

The training is designed and documented to be user-friendly. It permits non-subject matter experts to administer the module "as is" and without the use of supplementary resource material. Classroom instructors may be drawn from OPM staff or carefully screened private sector contractor trainers. Federal agencies who wish to administer the module may wish to use their in-house staff (personnel, employee relations, or training specialists) or others they may consider suitable. Team teaching is also a realistic option.

For more information or to obtain a copy of the module, contact the:

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E Street, NW, Room 7316
Washington, DC 20415-0001

*Attention: Jayne Seidman
Work and Family Program Center*

(202) 606-5520

AWARDS AND MODEL AGENCIES

Award Programs

To increase visibility of agency work and family efforts, the Work and Family Program Center has established two awards: the *Family-Friendly Manager Award* and the *OPM Director's Award for Outstanding Work and Family Programs*.

The *Family-Friendly Manager Award* draws attention to and recognizes front-line supervisors who make work-family programs successful for their employees. The family-friendly supervisor is honored with a special write-up in the *FOCUS* newsletter.

Nominations for the *Manager's Award* may be submitted to the Office of Personnel Management at any time and should include the nominee's name, agency, and a description of the accomplishments warranting recognition, along with the nominator's name.

Agencies recognized for the *OPM Director's Award for Outstanding Work and Family Programs* have demonstrated an exceptional commitment to the development and enhancement of work and family programs. The programs, which help Federal employees balance work and family responsibilities, enable agencies to more effectively carry out their organization's mission and objectives.

Nominations for the *Director's Award* are solicited annually by the Office of Personnel Management. A panel of judges chooses a list of semifinalists, from which the Director of OPM chooses the finalists.

Questions and nominations may be directed to:

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E. St., NW, Room 7316
Washington, DC 20415-0001

Attention: Mallie Burruss
Work and Family Program Center

(202) 606-5520

Model Agency Programs

The recipients of the 1994 *Director's Awards* are spotlighted here as model programs. We have included them in this *Kit* to give you an idea of what is possible. We have also included examples of services from agencies that received honorable mention citations.

Director's Award Recipients

Social Security Administration
Department of Health and
Human Services
Baltimore, Maryland

The Social Security Administration has a comprehensive work and family program offering many benefits to its workforce of over 65,000 employees nationwide. Some features of the program include:

- On-site child care services at headquarters and many field locations --utilizing both single agency and joint use of Federal centers.
- Elder care program in headquarters--soon to be extended to field locations --which provides a hotline, satellite television broadcasts, workshops, referral services, and resource centers.
- Highly visible Employee Assistance Program offering lunchtime seminars addressing contemporary family issues and financial counselling.
- Community outreach in the form of on-going student mentoring programs to establish positive role models.
- Flexible and compressed work schedules for employees in most offices.
- Voluntary leave transfer program for all employees that allows for leave donations between agencies.
- Increased part-time employment opportunities through use of job sharing announcements.
- Well-established and soon to be expanded pilot telecommuting program.

Department of Justice
Washington, DC

The Department of Justice demonstrates a strong commitment to a family-friendly work environment through its "Worklife Program." The Attorney General's personal and active interest in the program has encouraged a Department-wide change in management styles. As a result, managers are more responsive to employees' family needs and obligations.

Key components of the Worklife Program include:

- Concentration of all Worklife initiatives under the direction of a single Program Manager.
- Active promotion of the Program through continuing management training initiatives.
- Alternate and flexible work schedules; part-time and job sharing opportunities; and telecommuting work arrangements available to employees, as well as clear top-level support for Worklife initiatives by including managers.
- Leave-sharing, credit hour, and time-off incentive award policies.
- Nationwide dependent care counselling and referral services with dependent care fairs in Washington, DC.
- Sponsorship of near-site child care centers in Washington, DC, including a two-week summer camp for school-age children.

- Lunch-time speakers on a wide range of work and family issues with live presentations held in Washington, DC. Videotapes of the sessions are sent to regional offices where guest speakers are also encouraged.
- Hosting of annual "Take Our Kids to Work Day" to allow children to see where their parents work and what they do, and to hear about career opportunities within the Department.

Animal and Plant Health Inspection Service

Department of Agriculture
Hyattsville, Maryland

The Animal and Plant Health Inspection Service (APHIS) has approximately 6,000 employees worldwide. Its *Work*Family*Life* Program is administered by a council of members from different APHIS program areas who plan and steer the future course of work and family initiatives. Council members also serve on subcommittees to further identify and refine issues.

Program highlights include:

- Flexible and compressed work schedule and leave sharing programs available to headquarters and many field installations.
- Nationwide child and elder care resources and referral services; workshops and seminars conducted through the use of a consortium at headquarters and videotaped for further dissemination.
- Caregivers program at headquarters and kit for field installations to develop their own programs on elder care issues, including such topics as long-term and long distance care.
- Part-time and job sharing opportunities available to all headquarters and field employees.
- Telecommuting available to all headquarters and field staff.

Honorable Mention Citations

Federal Aviation Administration

Department of Transportation
Washington, DC

The Federal Aviation Administration is an organization with approximately 54,000 employees nationwide. The agency strongly encourages management officials in all organizations to assist employees in balancing work and family demands. Program highlights include:

- Part-time employment available.
- Establishment of Quality of Worklife Board.
- On-site child care services at seven field locations; utilization of three child care centers not directly sponsored by FAA; six future sites to open in 1994; four future sites to be constructed in 1994 and open in 1995.
- Various forms of alternative work schedules utilized by 60% of employees.

- Participation in test of telecommuting.
- Highly visible Employee Assistance Program.

Federal Railroad Administration
Department of Transportation
Washington, DC

The Federal Railroad Administration (FRA) has 720 employees, 275 of whom are located in Washington, DC and the remaining 445 assigned to field offices across the U.S. Features of the program include:

- Part-time/job-sharing open to all employees.
- Maxiflex (a personalized work schedule program) available to all FRA Safety field personnel, excluding Regional and Deputy Directors and administrative or clerical employees.
- High employee participation rate in the Voluntary Leave Transfer Program.

Research and Special Programs Administration
Volpe National Transportation System
Department of Transportation
Cambridge, Massachusetts

The Volpe National Transportation System Center houses 1,135 employees of which 585 are employed by the Center and 550 are Federal tenants and on-site contractors. Program highlights include:

- Flexible work schedule, liberal leave policy, credit hour program, and leave

sharing programs available to all employees.

- Part-time employment, job sharing and work-at-home programs available, but must be sanctioned by supervisor.
- On-site day care services for children of Volpe Center Federal employees, children of on-site Federal residents, and siblings of children currently enrolled at the Center.
- Comprehensive wellness program consisting of Employee Assistance Program, fitness center, health unit, and health education.
- Work and family seminars.
- Transit Benefit Program open to all Volpe Center Employees and Federal tenants.

VA Medical Center
Department of Veteran's Affairs
Salem, Virginia

The VA Medical Center has successfully established the first Intergenerational Child Care Center in the VA system. The unique program promotes a positive environment for both the young and the old in the community.

- The program provides a safe, convenient, and reliable day care facility for preschool children and/or frail elderly parents and develops the natural therapeutic benefits derived from children and senior citizens participating in activities together.

- A five-week Parenting Seminar has been implemented. A Nurturing Program for Adults and Children is being developed to improve parental education.
- A sick program is just beginning, and plans for infant care/after school/summer care are underway.

***United States Coast Guard
Air Station Cape Cod***
Department of Transportation
Cape Cod, Massachusetts

This unit is dedicated to meeting the work and family needs of the personnel stationed there and at other local units. The broad scope of the program is intended to provide the work force with all the elements of a community at the work site. Some features of the program include:

- State-of-the-art Child Development Center that houses day care, pre-school, and after care programs for 128 children.
- Quality on-base public schools; Advanced Education Center.
- On-base library that works with the Child Development Center, youth groups, and local schools to encourage reading and other educational opportunities.
- Structured activities such as bowling, movie nights, and parties for teens provided at the Teen Center.
- Serving as primary medical facility for 1500 active duty Coast Guard members and 350 other service members and their families.
- Extensive community support activities such as Human Resources Board, Family Advocacy Program, and Chapel Program.
- Flexible work schedules available to maintenance personnel; generous liberal leave policy for the unit.

INTERAGENCY ADULT DEPENDENT CARE WORKING GROUP

The Interagency Adult Dependent Care Working Group meets bimonthly to promote elder care programs and activities that help employees who are caring for elderly relatives and friends. The meetings are open to interested work and family agency representatives. The meetings feature guest speakers and provide an opportunity for agency representatives to network with each other.

For questions or additional information regarding the Interagency Adult

Dependent Care Working Group, please contact:

United States Office of
Personnel Management
Theodore Roosevelt Building
1900 E Street, NW, *Room 7316*
Washington, DC 20415-0001

Attention: Anice Nelson
Work and Family Program Center

(202) 606-5520

WORK & FAMILY CLEARINGHOUSE

The Work and Family Program Center operates a clearinghouse of elderly and child care/parenting information, as well as innovative agency programs. A wide variety of literature including books, brochures, booklets, reports, pamphlets, directories, newsletters, manuals, guidebooks, journals, and videos is available.

Information from the Federal government and private organizations covers a wide range of topic such as: work and family programs, on-site child care, alternative work schedules, telecommuting, elder care, and parenting.

Work and Family representatives are welcome to browse our resources. You

may either photocopy the materials we have or obtain the address of the organization to request similar information. You may also call the Work and Family center to obtain a printout of all the resources in the clearinghouse.

For more information, contact the clearinghouse at:

United States Office of
Personnel Management
Theodore Roosevelt Building
Work and Family Program Center
1900 E Street, NW, Room 7316
Washington, DC 20415-0001

(202) 606-5520

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